

WOD NEWS FOR CLASSES 87-1 THROUGH 90-3 CLASSES

ACE/PONSI REVIEW COMPLETED

On August 4, 1994, a team of college professors sponsored by the American Council on Education (ACE) Program on Noncollegiate Sponsored Instruction (**PONSI**) arrived at AMSC to review the college curriculum for the classes from 87-1 to 90-3. The results are as follows:

Lower Division Baccalaureate/Associate degree:

Health and Wellness	2 semester hours
Computer Literacy	1 semester hour

Upper Division Baccalaureate Degree

Communication Arts	3 semester hours
Introduction to Management	3 semester hours ...
Introduction to Statistics	3 semester hours

Graduate Degree

Budgeting and Logistics Management	6 semester hours
Public Policy	6 semester hours

This total of **24 semester hours** is recommended for consideration by colleges and universities in awarding credit for the AMSC education towards the degree of your choice. It is important to note that these are not credits until a college or university awards them, only recommendations.

In order to use the recommendations you should first discuss this with the college/university of your choice. Some schools will simply look the recommendation up in *The National Guide* (we are not listed with the military schools in the *ACE Guide*) and will not require a transcript. Others will want you to go through the process of requesting a transcript from ACE. If you need to do the latter, please either call or write The American Council on Education for the forms which need to be processed.

The American Council on Education
The Center for Adult Learning and Educational **Credentials**
Program on Noncollegiate Sponsored Instruction
One **Dupont** Circle
Washington, D C 20036-1193
TEL: (202)775-8578

They will send you the forms which are to be completed and sent through the College to ACE in order to generate a transcript. The processing fee for ACE is \$25.00 with all official transcripts costing \$5.00 each.

The American Council on Education is currently conducting a survey of graduates of AMSC who have applied for transcripts. The survey is to determine the success of graduates in using the credit recommendations. This survey is being conducted especially for AMSC in hopes of providing you all with information as to which colleges are awarding credit, how much credit is being awarded, in what areas, and towards what degrees. As this survey is completed, we will provide you with more information.

In the meantime, good luck with your continued educational endeavors. There are two points of contact at the College. Jane Turner, the Registrar, is the person who actually verifies your completion, the person that your requests go through here at the College. Questions about that process should go to Jane at DSN 655-4756 or COMM 703-805-4756. If you have any questions as to the process of working with the college/university of your choice, please call Linda Ryder, DSN 655-4705, COMM 703-805-4705.

MY ROAD TO LEADERSHIP

I'm forty-two. When I was twenty-six, I endured the supervisory equivalent of the Kobe earthquake: I had developed a research project, obtained a federal grant for support, and became the project leader. With this role came hiring and supervising a staff of 10, plus 16 consultants, and the ongoing motivation of 12 independent research sites. It was a gigantic leadership task for someone whose "supervisory" experience had involved, at the most complex level, ad hoc committee leadership. It was a challenge, but through my staff's and my own skills, the project went remarkably well. I was a whiz-kid, and my project was a marvel. Near the end of the two-year project, three disasters struck in rapid succession: First, a colleague at one of our sites committed suicide; next, a client at another site was murdered; third my project administrative assistant/secretary/bookkeeper veered off into insanity, topped off by a total nervous breakdown suffered right on the job; and as an anti-climax, the federal sponsor **RIFed** our project monitor. I felt personally responsible for each and every disaster, short of the RIF.

For the next 12 years, the idea of being in charge of anything had the same appeal as a root canal.

In my late 30's, as a consequence of USAREUR'S free-fall (otherwise know as controlled drawdown), I asked to take over a staff. I viewed this request in the same manner as the weenie who leads the wagon train across the desert after the Indians have massacred all senior leadership: It was me or nobody. The prior leader, a charismatic, brilliant man, had died after an extensive, debilitating illness, and the staff was in disarray. But I took it on and excelled. I filled vacancies, rebuilt or invented methods and system documentation, smoothed tempers, and rebuilt a team. After a year, just as my wagon train was pulling into Santa Fe, I was recruited for another supervisory position and promoted to GM-14.

Something obviously happened between ages 28 and 40. What?

First, role models. I worked for several brilliant leaders--individuals whose steady, positive, clear-sighted leadership styles have served as beacons piercing the dark for me. Equally helpful, I worked for some poor supervisors--supervisors who cheated on their wives with the junior staff, drank too much at office parties, viciously berated their staffs with regularity, ducked when the difficult choices had to be made, and were simply incapable of leading through lack of subject matter expertise. I gradually saw that even I, leader of the Dormer Pass of research projects, could do much better than my poor role models.

Second, time healed. I came to softly accept my colleague's suicide, however regrettable, as her personal choice. I try not to remember my client's murder often; at the very least, I've stopped blaming myself for encouraging her to pursue legal avenues against her assailant who did what he threatened which was to break out of jail, track her down, and kill her. I finally realized my assistant's madness was her own, and her breakdown long overdue. In fact, collapsing on my time was a perverse compliment: She knew I would take care of her, which probably no prior supervisor would have done. I even allowed myself to feel some of the real undeniable anger at the confusion and grief she caused my staff and myself in the hectic final months of the project. The anguish has subsided, and now even the anger is gone.

Third, I aged. I'm now the same age as my best role models were when I first worked for them. In my list of good leader characteristics, I found myself listing "inwardly motivated" as a key positive trait. The leaders I have admired seemed, from my junior perspective, to move forward without steam. Now, I'm pretty sure they got some external assistance from time to time, but when you're a kid, Dad's sooooo big, you know? Now I'm